

# THE EFFECT OF WORK DISCIPLINE AND JOB SATISFACTION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AND EMPLOYEE PERFORMANCE

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**Submission date:** 04-Apr-2023 11:16AM (UTC+0700)

**Submission ID:** 2055329244

**File name:** 30.\_32-Article\_Text-67-1-10-20201112.pdf (1.69M)

**Word count:** 4736

**Character count:** 27058

## THE EFFECT OF WORK DISCIPLINE AND JOB SATISFACTION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AND EMPLOYEE PERFORMANCE

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**Abstract:** This study aimed to determine the level of the influence of work discipline and job satisfaction on organizational citizenship behavior and employee performance. The population in this research was employees of Tjoekir Sugar Plant Jombang using saturated samples, obtaining 96 respondents. Path analysis was employed. The results of the study proved that discipline and job satisfaction had a significant direct influence on organizational citizenship behavior with a significance level of  $\alpha=0.05$ . Work discipline had a more substantial effect than job satisfaction on organizational citizenship behavior and employee performance. Similarly, the influence of work discipline, job satisfaction, and organizational citizenship behavior on employee performance were significant at  $\alpha=0.05$ .

**Keywords:** Work Discipline, Organizational Citizenship Behavior, Job Satisfaction, Employee Performance

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### 1. Introduction

Companies with high industrial competitiveness are inseparable from the role of employees as strategic and superior resources, who can carry out organizational duties and responsibilities through many innovative and creative ideas. The complexity of the industrial era 4.0 requires organizations to develop a culture through a reflection of work quality, extraordinary fighting spirit, synergy among employees, and a level of concern. Organizational success and growth are creatable by the presence of employees who work not only to do their main tasks but also to have a spirit of organizational citizenship behavior (OCB).

It is essential to assess employee performance, considering that the company's growth and sustainability are primarily depending on the human resources that exist in the organization. This performance measurement is also determined and defined so that each employee has the same intention towards common goals. Sugar factories have an enormous contribution to absorbing labor, driving the wheels of the economy in both rural and urban areas, and participating in maintaining national food security. Of course, the closure of sugar factories of weaker competitiveness due to both internal and external problems should be avoidable appropriately.

OCB's role in employee performance is critical in forming a bonding relationship so that employees voluntarily are willing to accept additional assignments, obey the regulatory system, do mutually cooperation among employees, play an active role, and use time effectively. Increasing OCB will have a positive effect on improving organizational effectiveness and performance, one of which is characterized by the presence of employees who behave in extraordinary roles without expecting any reward from the organization.

Job satisfaction is another exciting factor to study in improving performance. Employees who are always satisfied with their works will be positive and productive. Conversely, those who are not happy with their jobs will be likely to give up and complain. Thus, there is a secure connection between employees and their jobs with the achievement of superior measurable outputs based on optimal standards of accuracy and speed, with an integrated manner from three main things, namely activities, results, and inputs. Work results would be achievable under a careful and detailed planning process, after consideration of all consequences and their implementation, as well as evaluation of improvements with consideration of input or feedback.

Some of the results of previous researches still leave gaps related to the variables studied. Some showed that employee discipline, job satisfaction, and OCB have a positive and significant effect on employee performance (Ilham, 2019; Etikawati *et al.* 2020; Dewi *et al.* 2018; Rosyidah *et al.* 2018; Barlian, 2016; Prahesti *et al.* 2017). contradicting with the results of research by Fadillah *et al.* (2017), which proved that work discipline has no direct effect on employee performance. Research conducted by Arianto (2017), showed that job satisfaction does not give direct meaning to employee performance, so it can be studied by mediating other variables. Wahib (2019) stated that the higher the level of organizational citizenship behavior (OCB) does not have an impact on employee performance because there are still complaints of workload and prioritizing individual work completion.

The results of previous studies were contradicting with each other. For this reason, this study aimed to determine the level of the effect of work discipline and job satisfaction on OCB that impacts employee performance.

## 2. Literature Review

### Work Discipline

Work discipline rules enforced by the company require every employee to obey voluntarily. Consequently, sanctions are imposed on those who violate these rules. High awareness of always following and complying with the corporate regulations and social norms is needed. An indicator of the success of the work discipline is the solid support of all organizational entities (Syafrina, 2017). A sense of responsibility, work ethic, and discipline can produce quality standards for work completion.

Developed industries apply strict, consistent, and firm work discipline through the discipline of working time, proper use of company facilities, and compliance with duties, all of which reflect the quality of work life. The workload would be completed in a quick and measured manner. Giving rewards to employees who are disciplined and have a high work ethic will make them become role models as pioneers (Liyas dan Primadi, 2017). According to Hasibuan (2017:194), indicators of work discipline are as follows: exemplary leadership, remuneration, justice, strict supervision, punitive sanctions, assertiveness, and human relations.

### Work satisfaction

Human resources are an essential asset that drives the development and growth of the

organization. The results of the efforts of each individual jointly lead to the targets that have been set. Job satisfaction can describe the emotional attitude of someone who likes and loves his or her job. This behavior is reflected in work ethic, discipline, and work performance.

Job satisfaction is an essential element in the organization that positively influences employee behavior. The higher the job satisfaction, the higher the employee's performance, which is measured based on the payment of salaries and benefits, employment, career development, supervision, workgroup, and working conditions (Tien, 2018).

### **Organizational Citizenship Behavior**

OCB reflects the behavior of employees that have extraordinary roles in implementation that exceeding their primary task, namely voluntary behavior, without expecting a reward, that benefits the company's effectiveness (Nahrisah dan Imelda, 2019). Therefore, OCB is behavior exceeding the company's expectations. It means that employees, in addition to working on the job description set for them, also sincerely help the company beyond the obligations.

The existence of OCB is very important in the company's growth, making it will try to optimize and increase productivity. Furthermore, employees will be happy to carry out their duties, not only because of their duties but voluntarily. The higher the OCB has an impact on the effectiveness of the organization, which is reflected in the employees' behavior to help, play an active role in the organization, and provide suggestions for improvement, initiatives. The industrial world in the dynamic and sophisticated level of competition requires flexibility in this extra-role behavior by collectivism in producing outputs that exceed company expectations.

According to Organ in Sharma dan Jain (2014), aspects of OCB include five dimensions, namely (1) altruism: employee behavior to help colleagues who are experiencing difficulties, both work-related and personal problems. This is done on the encouragement to help, which is not his main responsibility; (2) conscientiousness: behavior shown by an effort more than that expected by the company, or voluntarily doing something without expecting any reward; (3) sportsmanship: tolerant behavior shown in less than ideal situations without raising objections. This behavior can create a positive work environment by reflecting a polite work attitude and working together well among fellow employees; (4) courtesy: maintaining a good working relationship with colleagues to avoid personal conflicts and to be more concerned with, respecting, and caring for others, and; (5) civic virtue: employee behavior done by dedicating himself or herself to responsibility for the organization following a climate change and providing recommendations for increased efficiency and job progress.

### **Employee Performance**

Performance is the employee's achievement related to assigned tasks, based on established benchmarks. As an essential part, it should be taken as a consideration and measured in achieving organizational goals. It is an outcome generated in a specific function of time. It concerns motivation and the ability to complete tasks, thus requiring an understanding of what to do and how to do it.

According to Wirawan (2009) in Amalia *et al.* (2016), employee performance indicators include (1) quality of work output: employee perceptions of the quality of work produced by employee's skills and abilities; (2) quantity of work output: the amount of work output produced, measured by the number of units; (3) timeliness: activities are completed at the beginning of the specified time while considering to the time efficiency for other activities; (4) cooperation: a joint effort to achieve goals; (5) independence: employees can run with high commitment, and; (6) initiative: the ability of employees to find opportunities, ideas, and innovation in solving a problem.



### 3. Method

#### The relationship between variables

Work discipline is a mental attitude of respecting and obeying the rules that apply to the organization. Highly disciplined employees are one of the keys to the success of achieving goals. Discipline enforcement is applied evenly without differentiating from one another so that all forms of violations are subject to punishment. Thus, the awareness of work discipline will prevent employees from taking any detrimental actions. This is proven that work discipline has a significant effect on employee performance (Syafrina, 2017). For this reason, the researcher formulated the following hypothesis:

H<sub>1</sub> : Work discipline has a positive and significant effect on employee performance.

Discipline and job satisfaction can trigger employees to excel and have smart and accurate ideas or organizational citizenship behavior. The existence of discipline in all members of the organization will create a conducive work environment that becomes a means of achieving common goals. Thus, it will be able to foster professional performance, which is an inherent part of the implementation of duties and obligations. Barza dan Arianti (2019) proved the significant influence of work discipline on OCB. So that the researcher formulated a hypothesis as follows:

H<sub>2</sub> : Work discipline has a positive and significant effect on OCB.

Employees who get job satisfaction will contribute positively to completing tasks (Robbins dan Judge, 2017). They will present the best contribution with work dedication over the company's expectations. The higher the job satisfaction, the higher the OCB. Evidence has been expressed by Hapsari (2015) and Widiastuti (2017), who stated that job satisfaction has a significant effect on OCB. Based on previous research, the researcher formulated the following hypothesis:

H<sub>3</sub> : Job satisfaction has a positive and significant effect on OCB.

Satisfaction will lead to a positive attitude that provides evaluation results on various aspects of the work itself. From another point of view, the performance includes the aspects of quality, timeliness, and effectiveness. This means that job satisfaction has a close relationship with employee performance. In other words, better job satisfaction leads to higher employee performance. The results of this study are in line with those of studies by Ilham (2019) and Etikawati *et al.* (2019), concluding that there is a direct relationship between job satisfaction and employee performance.

H<sub>4</sub> : Job satisfaction has a positive and significant effect on employee performance.

Increasing organizational productivity can be achieved through thinking and acting carefully and systematically by employees who are assertive, nimble, do not procrastinate, are responsive, and work in teamwork. Empirically, employees with good OCB spirits tend to be in tune with better performance in the organization. Individual and organizational performance can be supported by the positive behavior of employees who have OCB. It can be concluded that OCB has a significant direct effect on employee performance (Barlian, 2016; Prahesti *et al.* 2017). The hypothesis could be formulated as follows:

H<sub>5</sub>: OCB has a positive and significant effect on employee performance.

#### Research Method

This study used a quantitative approach with explanatory research type, which explains the relationship between the variables that have been formulated for research. This research took place at the Tjoekir Sugar factory, Jombang, using a survey in the form of questionnaires, formulated in statement items, distributed to respondents.

The variables in this study were exogenous and endogenous. The former ones included employee discipline and job satisfaction. The measurement of the indicators of the variable work discipline, according to Hasibuan (2017:194), consisted of role models, remuneration, justice, strict supervision, punishments, assertiveness, and human relations. The indicators of the variable job satisfaction were measured by payment of salaries, allowances, jobs, career development, supervision, workgroups, and working conditions (Tien, 2018).

The endogenous variables included the variables job satisfaction and employee performance. The measurement of the variable organizational citizenship behavior (OCB) is based on the research of Organs in Sharma and Jain (2014), namely Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic Virtue. Meanwhile, seven indicators for measuring employee performance were based on research by Wirawan (2009) in Amalia (2016), namely the quality of work results, quantity of work results, timeliness, cooperation, independence, and initiative.

Data collection was carried out by using questionnaires distributed directly to respondents. The questionnaires contained statement items regarding work discipline, job satisfaction, OCB, and employee performance. The population was employees of the Tjoekir Jombang Sugar Factory, while the sample was 96 employees. A saturated sampling technique was used in this study.

Path analysis is a statistical technique to test the causal relationship between two or more variables. It is a statistical test to determine the direct effect of a set of exogenous variables on endogenous variables. The statistical data analysis tool used was the SPSS 25.

#### 4. Result and Discussion

##### Validity and Reliability Tests

Before analyzing the model, the first thing to do was to test the validity and reliability of the research instruments used on all items. An instrument can be said to meet the requirements of the validity test if the value of the Pearson product-moment correlation index ( $r \geq 0.3$ ). Also, it is said fulfills the element of reliability, if the Cronbach Alpha value is  $> 0.6$ . According to Ghozali (2018:15), the validity test is used to measure whether a questionnaire is valid or not. It would be said to be reliable if the respondent's answer is consistent from time to time (Ghozali, 2018:45). The results of the validity and reliability tests using the SPSS 25 are presented in Table 1. Based on the validity and reliability tests that have been carried out, all question items have a Pearson Correlation above 0.3 and have a Cronbach Alpha above 0.6. These results indicated that the instrument met the requirements for validity and reliability. This means that the research instrument was valid and reliable.

**Table 1. Testing the Validity and Reliability of Research Instruments**

Variable	Construct Variable	Item	Pearson	Cronbach
Work Discipline	Leadership role models	X1.1	.764	.727
	Remuneration	X1.2	.672	
	Justice	X1.3	.732	
	Strict supervision	X1.4	.700	
	Punitive sanction	X1.5	.638	
	Firmness	X1.6	.734	
	Human relations	X1.7	.821	
Work Satisfaction	Payroll	X2.1	.758	.797
	Allowance	X2.2	.716	
	Profession	X2.3	.720	
	Career development	X2.4	.755	
	Supervision	X2.5	.800	

	Teamwork	X2.6	.714	
	Working conditions	X2.7	.782	
OCB	Altruism	Y1.1	.789	.703
	Conscientiousness	Y1.2	.765	
	Sportsmanship	Y1.3	.753	
	Courtesy	Y1.4	.730	
	Civic Virtue	Y1.5	.770	
Employee	Quality of work	Z1.1	.920	.826
	Quantity of work	Z1.2	.773	
Performance	Punctuality	Z1.3	.773	
	Cooperation	Z1.4	.893	
	Independence	Z1.5	.823	
	Initiative	Z1.6	.856	

Source: Processed data (2020)

### Normality Test

The normality test aims to test whether confounding or residual variables have a normal distribution in the regression model (Ghozali, 2018: 161-163). Normality testing can be shown through the Kolmogorov-Smirnov (KS) non-parametric statistical test, as seen in Table 2.

**Table 2. Normality test using the Kolmogorov-Smirnov method**

	Sig.	Conclusion
Endogenous variable: OCB (Y)	.152	Normal Distribution
Exogenous Variables: Work Discipline Job Satisfaction		
Endogenous variable: Employee Performance	.681	Normal Distribution
Exogenous Variables: Work Discipline Job Satisfaction		
OCB		

Source : Processed data (2020)

From the Kolmogorov-Smirnov significance test, it was found that the  $p$ -value was greater than alpha (0.05), meaning that the remaining model followed the normal distribution.

### Multicollinearity Test

The multicollinearity test aims to test whether there is a correlation between the independent variables in a regression model (Ghozali, 2018:107), as seen in Table 3.

**Table 3. Multicollinearity Test**

Variable	Tolerance	VIF
Work Discipline	.684	1.463
Job Satisfaction	.762	1.312

Source: Processed data (2020)

The results of calculating the Tolerance value show that all exogenous variables have a Tolerance value > 0.1 and a VIF value <10, which means that there is no multicollinearity in the regression model (Ghozali, 2018:107).

**Heteroscedasticity Test**

The heteroscedasticity test aims to test whether the regression model has similarities in variance of residuals between observations (Ghozali, 2018:137), as seen in Table 4.

**Table 4. Heteroscedasticity Test**

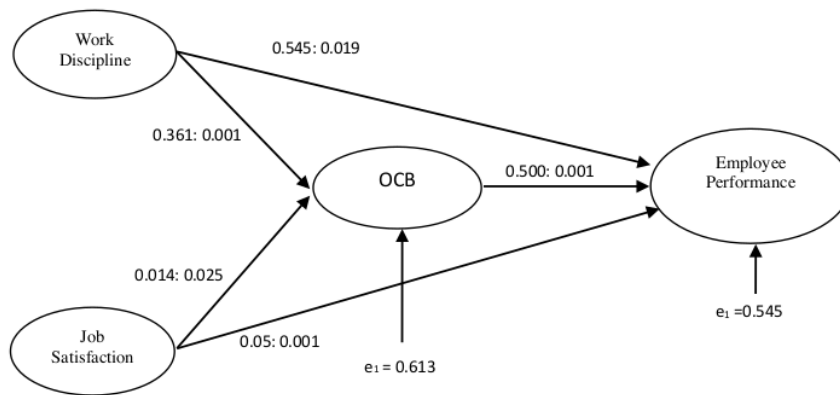
Model	Sig
Work Discipline	0,226
Job Satisfaction	0,427

Source: Processed data (2020)

The results of the calculation proved that the correlation between the variables work discipline and job satisfaction with the under standardized residual had a significance value greater than 0.05. This shows that there was no heteroscedasticity problem.

**Path Analysis**

Path analysis is used to test the effect of the first equation between Work Discipline and Job Satisfaction on OCB, and the effect of the second equation between Work Discipline, Job Satisfaction, and OCB on Employee Performance, as presented in Figure 1 as follows:



**Figure 1. Path Chart of the Research Results**

Source: Processed data (2020)

The first path equation formed on the effect of the equation between Work Discipline and Job Satisfaction on OCB is as follows.

$$Y = 0.361 X_1 + 0.014 X_2 + e_1$$

The path coefficient values for OCB by Work Discipline and Job Satisfaction were 0.361 and 0.014. The most considerable influence on OCB was indicated by Work Discipline, compared to that of Job Satisfaction. The coefficient of determination ( $R^2$ ) of OCB by Work Discipline and Job Satisfaction was 62.40%, meaning that 62.40% of the OCB factor was influenced by Work Discipline and Job Satisfaction, while other factors influenced the remaining 37.60%. The effect of the error on the first equation was obtained for.

$$e_1 = \sqrt{1 - 62.40} = 0.613$$

The second path equation formed on the effect of the equation between Work Discipline, Job Satisfaction, and OCB on Employee Performance is as follows.



$$Z = 0.361 X_1 + 0.014 X_2 + 0.500Y + e_1$$

The values of the path coefficient on Employee Performance by Work Discipline, Job Satisfaction, and OCB were 0.361, 0.014, and 0.500, respectively. The biggest influence on Employee Performance came from OCB, having the largest path coefficient, compared to other variables.

The coefficient of determination ( $R^2$ ) of Employee Performance by Work Discipline, Job Satisfaction, and OCB was 70.24%, meaning that 70.24% of Employee Performance factors were influenced by Work Discipline, Job Satisfaction, and OCB, while the remaining 29.76% were influenced by other factors that were not studied. The effect of the error in the second equation is equal to

$$e_2 = \sqrt{1 - 70.24} = 0.545$$

The total coefficient of determination shows the value of the path model formed to explain the data ranging from 0.0% to 100%. The total coefficient of determination obtained based on the calculation of the path model above was 0.8881, which indicates that the path model used can explain 88.81% of the data used in the study.

$$Rm^2 = 1 - (1 - 0.6240)(1 - 0.7024) = 0.8881$$

The hypothesis testing aimed to test the hypotheses that had been formulated in the study. Testing was done using the p-value, where the p-value was smaller than alpha (0.05), proving that the hypothesis is accepted. The results of the path analysis test showed that work discipline and job satisfaction have a significant effect on OCB. Further analyzed, the beta value of the variable Work Discipline on OCB had a significant positive effect with a value of 0.361 and a sig. value of 0.001 < 0.05. Likewise, the variable Job Satisfaction on OCB had a significant positive effect with a value of 0.014 and a sig value of 0.025 < 0.05.

Meanwhile, Work Discipline, Job Satisfaction, and OCB had a significant effect on Employee Performance. The coefficient value of the work discipline variable on employee performance had a significant positive effect with a value of 0.545 and sig 0.019 < 0.05. The coefficient value on Job Satisfaction on Employee Performance had a significant positive effect with a value of 0.005 and 0.001 sig < 0.05, while the coefficient value on OCB on employee performance had a significant positive effect with a value of 0.500 and sig of 0.001 < 0.05, as seen as Table 5.

**Table 5. Path Analysis direct effect**

Relationship Between Variables	Standardized Coefficient	Sig	Note
Work Discipline → OCB	.361	.001	Significant
Job Satisfaction → OCB	.014	.025	Significant
Work Discipline → Employee Performance	.545	.019	Significant
Job Satisfaction → Employee Performance	.005	.001	Significant
OCB → Employee Performance	.500	.001	Significant

**Source : Processed Data (2020)**

Employee discipline has benefits for both the company and employees because of the high work ethic. For the company, employee behavior can ensure the smooth implementation of operational tasks to obtain optimal results. Employee work discipline can contribute to a pleasant work atmosphere and increase morale and targeted extra-role behavior. The Tjoekir Sugar Factory employees are always obedient to the Standard Maintenance Procedure (SMP), the Standard Operation Procedure (SOP), and the applicable company's Code of Conduct. Good communication relationships run in two directions, where the leader applies justice

evenly to all members of the organization. This means that anyone who has violated these rules will be punished.

The application of work discipline and OCB creates effective and efficient communication in increasing awareness of compliance with company rules and norms and a sense of responsibility to the company. The spirit of selfless cooperation that is willing to help colleagues who are experiencing difficulties is a form of good teamwork. OCB improvement depends on the job satisfaction perceived by employees. The better the employee's job satisfaction, the better the employee's performance will affect the organization. OCB is also applied to providing input and evaluating the operational performance with a workgroup discussion forum that parses the problem in depth.

This implementation is done based on a common goal that will be achieved with balanced harmony between rights and obligations through job satisfaction. This means that the higher the job satisfaction, the better the employee's performance. This is manifested through pleasant emotional attitudes such as clear career development and work atmosphere. Also, there is a clear career path and regular competency improvement in the form of training and expertise certification. This certification is applied to critical jobs such as welder, boiler operator, vibration analysis, and electrical expertise.

Thus, work discipline and job satisfaction have a significant direct and positive effect on OCB. In the end, work discipline, job satisfaction, and OCB have a substantial and positive impact on employee performance. Besides, work discipline has the most significant influence when compared to OCB and job satisfaction. This discipline has become the spirit of the company's success in achieving goals through employee performance.

### 5. Conclusions

Based on the results of the path analysis, it appears that work discipline and job satisfaction have a significant positive effect on OCB. However, work discipline has a better effect on OCB because it is deeply rooted in organizational culture. On the direct effect of work discipline, job satisfaction and OCB have a significant positive effect on employee performance. Work discipline has the highest influence, followed by OCB, then job satisfaction. This means that the strength of the Tjoekir Sugar Factory lies in its employees' performance, namely their spirit of work discipline with a touch of extra-role work and the achievement of job satisfaction that has been created.

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